

**Seattle-King County
Aging and Disability Services**

Strategic Technical Plan

October 14, 1998

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1.0 Introduction to ADS

The mission of the Seattle-King County Aging and Disability Services (ADS) is to develop a community that promotes independence and choice for older and disabled residents of the region. Overseen jointly by the City of Seattle, King County and the United Way, ADS is responsible for administering a budget which includes funding from federal, state, and local sources. Significant portions of ADS funds are mandated for specific uses. Many of the services administered by ADS are performed by community based contract service providers. In this environment ADS serves by linking those seeking assistance to care providers and by disbursing payment for approved care. Other services are administered and provided by ADS.

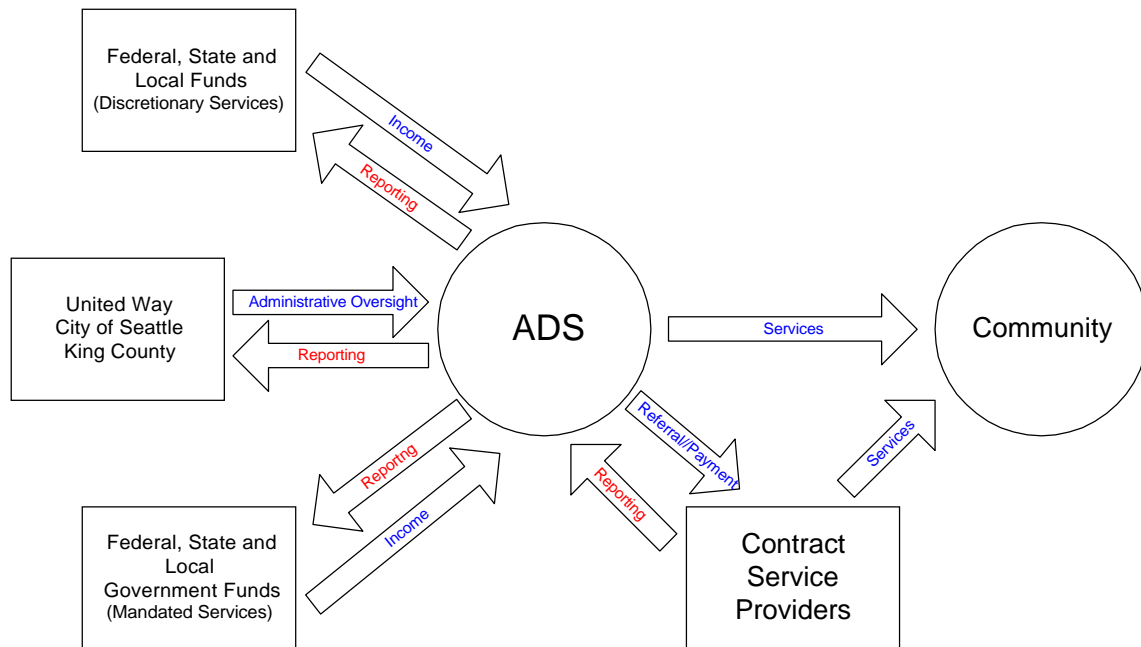


Figure 1.1 ADS Relationship Diagram

The relationships between the ADS, the community, individuals it serves, federal, state, and local governments which provide funding and administrative oversight, and the independent contractors who provide care require that ADS collect, maintain and disperse large amounts of varied information. In recent years ADS has developed systems and methodologies to support this requirement. This Strategic Technical Plan defines how technology will be used to increase efficiency in managing and sharing information and to support decision making in the future.

2. Introduction to technology goals

As a public service entity, ADS believes the primary goal in implementing and managing technology is to enhance the services being provided to the area's elders and adults with disabilities. ADS technology goals can be divided into three categories:

- Enhancements to services
- Enhancements to efficiency, which free additional service resources and indirectly enhance services
- Enhancements to decision making, which support decision making to maximize service benefits and indirectly enhance services

2.1 Enhancements to services

Enhancements to services are areas in which technology can be implemented to directly **improve the quality, quantity or diversity of services** being delivered to the community. Examples of technological goals that will enhance services include:

- Improve information accessibility to the community using technologies such as Internet broadcast of services available. Employ available technology to leverage outreach to include non-English speakers and/or disabled individuals.
- Provide more convenient access to information providers using FAX, voice messaging and e-mail capabilities.

2.2 Enhancements to efficiency

Enhancements to efficiency are areas in which technology can be used to **reduce the time and/or dollar cost of identifying and providing service** and completing the corresponding reporting. By minimizing the time and dollar cost of service transactions, resources which are currently being used to administer services can be redirected to provide additional services. Examples of technological goals that will enhance efficiency include:

- Increase efficiency of ADS staff and case managers by eliminating redundant data entry and/or forms requirements.
- Increase efficiency of service providers by eliminating redundant data entry and/or forms requirements.

- Reduce time to service by utilizing electronic transfer of information (shared database information where appropriate, e-mail, imaging).
- Improve reporting to service providers and case managers to facilitate communication and cooperation.

2.3 Enhancements to decision making

Enhancements to decision making are areas in which technology can be used to **identify the greatest service needs and the most effective service benefits**. Service resources and funding are limited. By providing ADS staff, case managers, contract service providers and funding agencies with accurate, timely information about services being provided and corresponding costs and benefits limited resources can be directed to the services which provide the greatest benefit.

- Better information for ADS, case managers and service providers to use in decision making
- Better information for ADS to use in reporting accomplishments to government and private funding sources
- Better information to use in soliciting additional funding and grants
- Better measurement and reporting of ADS and service provider performance against defined goals

3. Strategic Technical Steering Committee

Because successful technological innovations must extend outside ADS to include the community, government agencies, and contract service providers, a joint effort is essential for successful implementation of ADS's Strategic Technical Plan. To foster this effort ADS has created a Strategic Technical Steering Committee (STSC). This committee will serve to ensure that the Strategic Technical Plan retains its relevancy as priorities and funding levels fluctuate.

3.1 Composition of committee

The STSC should include representatives from all types of organizations detailed in Section 1 of this document: ADS, governmental funding sources, agencies providing administrative oversight, contract service providers and the community. The committee should consist of 15 – 20 members. Members should be directly involved in inter-organization planning and reporting. (i.e., a director of an adult day care who prepares or reviews documents in support of funding requests; a case manager who determines mandated services are appropriate for an elder and creates a referral to a community-based contract service provider; a representative

of the service provider responsible for billing and collection.) The STSC should also include several members-at-large: a professional with a strong background implementing technologies, representatives from Metro and other agencies whose services are parallel to those administered by ADS, representatives of DHHS and/or other state and local agencies which provide funding or define reporting requirements. Membership of the STSC as of June 1998 is detailed in Appendix B.

3.2 Goals of steering committee

Strategic Technical Steering Committee goals are both qualitative and quantitative.

3.2.1 Qualitative goals

The STSC's primary qualitative goals are to:

- Facilitate exchange of information between ADS and support providers.

In the immediate future this information will largely be regarding business needs and technology goals and limitations. As more computer systems are developed and implemented, this goal will broaden to include the transmission and sharing of electronic information.

- Maintain consistent technological direction.

Including maintaining an even level of technological growth across various organizations and a focus on selected hardware, application tools and system development methodologies. This focus on technologic direction is essential to the development and implementation of inter-organizational applications and databases.

- Share examples of successes and limitations.

Already individual organizations are experiencing the successes and limitations of their particular system development efforts. The STSC can provide a framework for organizations to share their experiences so that ADS and all other participants can benefit from these experiences.

3.2.2 Quantitative goals

The STSC's primary quantitative goals are to:

- Evaluate the success of the Strategic Technical Plan.

An ongoing effort to evaluate performance against ADS's Strategic Technical Plan is essential to the plan's success. **The STSC is a key dynamic link between the plan and its implementation.** The committee's roles will include defining a "successful" implementation of technology and determining uniform measures to apply to a variety of technological goals and implementations.

- Retain focus on most meaningful data and measurements.

Since the STSC is composed of representatives from various organizations it should be in a unique position to maintain focus on the data and measurements which provide the best indicators of the services being provided. Members with various backgrounds will facilitate the development of measurements, which can be used across organizations and services. Wherever possible collect and maintain "real" rather than "relative" data; i.e. birthday rather than age, address rather than region, etc.

- Retain focus on timelines.

Since the STSC is composed of representatives who provide administrative support as well as community services, it should be in a unique position to maintain a focus on timely solutions.

3.3 Responsibility of committee

Members of the STSC will be asked to attend quarterly meetings, to communicate issues of particular concern at their workplace to the committee, and to share committee concerns and guidelines with their colleagues. Prior to meetings committee members should be polled about issues requiring attention. Meeting agendas should be distributed in advance and minutes should be prepared and distributed to members on a regular basis. Committee members are also expected to look beyond issues affecting their routine work flow and support ADS' strategy for long term technical growth.

4. Strategic Technical Plan

4.1 City Technology Area Standards

Citywide Information Technology standards define tools for use in a variety of technology areas. As a City of Seattle agency ADS is required to adhere to these standards. In addition to following these standards in all hardware and software acquired for internal use, ADS recommends that whenever possible support providers and case managers acquire like or compatible systems. A consistent strategy in acquiring technology will facilitate sharing data. It will also reduce the amount of training and support required as case managers and service providers implement applications developed by ADS. Similarly, if ADS can work with funding agencies to develop standards for reporting services and requesting additional funding, ADS can develop tools which are both consistent with City standards and agency requirements. This consistency can eliminate duplicate record keeping and data entry across the organizations involved in servicing the elderly and adults with disabilities.

Citywide Information Technology standards are detailed in Appendix A. City standards are indicated in regular type. ADS preferences and/or suggestions are indicated in *italic type*.

4.2 Identify key system needs

ADS has defined the need to develop or enhance the following key systems. The long-term goal of these development efforts is the implementation of applications with similar “look and feel.” Similarities between systems will minimize training required. These applications should be designed in a manner which uses consistent methodologies and tools wherever possible. These consistencies will facilitate cost effective application support and enhancements. An ultimate goal is to employ the same method to store data across all applications. This would allow applications to share and link data and make it possible to grant data access where appropriate to users outside of ADS.

4.2.1 Case-managed Care System

The case-managed care system is different from other significant systems developed and implemented by ADS in its client level focus. Unlike other systems which have focused on transactional or billing information, the case-managed care system is designed to assist case managers and service providers in enhancing the cohesiveness of services being provided. The system includes a database linking clients clinical information, history of services provided and other service resources which are available.

The initial process analysis, which included a review of all manual processes and current systems as well as the definition of the system’s functional requirements,

has just been completed. A database model has been created. The next step in the development of this system is to create a timeline for the final design phase, development and implementation of the various modules within the case-managed care system and to determine in what order the modules will be implemented. A five-year timeline to full implementation is anticipated.

Outcome Measures:

- Decrease time spent transferring and/or processing case
- Increase real time access to case status (examples: DCLU permit tracking system, Federal Express package tracking)

4.2.2 Homecare Referral System

A Homecare Referral System will allow case managers, ADS administrators, and community-based contract service providers to access the same real-time database detailing referrals to homecare providers. The database underlying this application will combine information from the State of Washington Comprehensive Assessment database with information summarizing the status of services being provided. The database will also provide summary information about contract homecare services being provided throughout the community.

The initial design phase of this project has been completed. Additional tasks required to finalize the design have been identified. Decisions are currently being made regarding the order in which to develop this application and the Case-managed Care System. Consistencies will have to be maintained during the development of this system and other applications that will be deployed on the Internet.

Outcome Measures:

- Decrease number of days/hours between client assessment and referral acceptance and initiation of homecare services
- reduce time spent completing referral process for both homecare agencies and case managers
- reduce costs associated with processing referrals, preparing invoices, and processing billing

4.2.3 Homecare Aide Time Tracking

A Homecare Aide Time Tracking System (HCATT) will allow home care aides to telephonically input hours worked (start time/stop time) from a client's home. The combination of telephonics employed by HCATT and the Web-based Homecare Referral System will connect front line staff together in a seamless system to overcome organizational barriers that often compromise quality of service to clients.

HCATT will use existing interactive voice response technologies already employed by the other City of Seattle Departments. Anticipated outcomes from HCATT will include increased accountability of contracted homecare workers and provider agencies, and increased satisfaction with service quality and efficiency by consumers, case managers, and other providers.

Outcome Measures:

- Increase real time access to client service activity
- Increase proportion of matches between worker and service plan
- Decrease time to process payroll and billing

4.2.4 Information and Assistance Resource Database

Senior Information and Assistance (I&A) maintains an Information and Assistance Resource Database and has converted this system to a web-based application. Information about programs and services will be accessible on-line. The user will have the ability to download information and to request additional information or services through email.

Phase One, allowing connectivity to all I&A Intake Staff and Case Managers, is scheduled for implementation in the Fall of 1998. Phase Two will allow connectivity to intake staff from all ADS funded programs. Phase Three will allow Internet access to the general public. A tangential effort would be the deployment of computer kiosks in readily accessible locations so that this information is not limited to the relatively small portion of the community with computer and Internet access. Consistencies will have to be maintained during the development of this system and other applications that will be deployed on the Internet.

Outcome Measures:

- Increase ease of access by Case Managers, Intake Staff and the public to information on community-based resources, measured by number of hits to public site and by tracking case manager's access to secured site.
- Increase access by provider agencies to the I&A Resource database

4.2.5 ADS Provider Communication Network

ADS must develop an Internet-based system for inter-organizational communication and file transfers. Currently, most providers transfer files (reports and other documents) to and from ADS using a dial-in electronic bulletin board system (BBS) that was created for the City's Public Access Network (PAN). In 1997 PAN eliminated the BBS in favor of the Internet. The City gave ADS permission to maintain the BBS until providers could become Internet ready.

Providers will be able to send and receive messages to and from groups and individuals, exchange files, access resource libraries, and participate in on-line

discussion groups and meetings by using available Internet tools such as Electronic Mail, File Transfer Protocol (FTP), Web Browsers and Newsgroups. ADS has informed providers that the PAN BBS will be supported through 1998 to be replaced with an Internet-based system in 1999.

Outcome Measures:

- Create one point of access for electronic communication
- Increase provider access to the Internet

4.2.6 Data Warehouse improvements

As ADS has complied with various reporting regulations from federal, state and local funding sources, a data warehouse has been developed to store and archive required data elements. In many cases reporting requirements have necessitated that the various data elements are not comparable. Even where data is comparable it has not always been possible to link data which is being collected from various service providers and presented to various funding agencies. It has not been feasible to store this data in a way that allows organizations that provide or require the data access to it. These limitations result in ADS staff time requirements each time data is added to the warehouse or data contained in the warehouse is retrieved. An updated data warehouse which stores consistent data in a manner that is readily queried would minimize ADS staff time requirements. Storing this data in a location that allows appropriate access to individuals outside of ADS would also minimize staff time requirements. ADS' goal in implementing the new data warehouse application is that any organization that is responsible for providing input into the warehouse should be able to retrieve the information they have provided.

ADS has defined the functional goal of this application. A formal application design phase has not been initiated. Consistencies will have to be maintained during the development of this system and other applications that will be deployed on the Internet.

Outcome Measures:

- Improve quality of data through training
- Increase staff efficiency regarding ability to generate reports
- Increase compatibility by establishing standards for data elements and software

4.3 Implementing and maintaining technology

4.3.1 Implementing and maintaining applications

ADS has made great strides in defining applications development requirements. An implementation plan (detailing training and support required) and an implementation budget will need to be developed for each identified application.

The following implementation and maintenance functions will need to be addressed for each application:

- Assigning User ID's and data access (security) privileges
- Training for ADS and non-ADS users
- Providing connectivity to Internet applications and/or software for local applications
- Help desk support during and after implementation
- Technical staff to provide enhancements or modifications.

4.3.2 Developing provider/resource directories

ADS needs to continue to develop a network of internal and external resources to meet their current and future technology needs. These resources include: Internet service providers, hardware vendors, hardware maintenance/repair providers, contract consultants/developers. As a network is developed it may be possible to leverage fees by subscribing as a group. For example, many community-based support providers are having difficulties acquiring modems and e-mail connections. It may be possible to arrange to have quantities of modems purchased, installed and accounts established with a single Internet service provider at substantial savings. A list of screened computer service providers could be distributed to organizations outside of ADS along with the Citywide Technology Standards.

4.4 Developing reporting mechanisms

ADS needs to develop reporting mechanisms that are consistent across service providers and functional groups. Developing comparable tools for measuring, evaluating and reporting services is a necessary first step in evaluating the services being provided to the community. ADS also needs to define methodologies to evaluate their success in implementing technology.

4.4.1 Developing a report card

A set of measurement tools should be developed for each ADS functional area and a timeline for implementation of these measurement tools should be established. As comparable tools for measuring, evaluating and reporting services are developed, the information being collected should be published on a regular schedule. ADS intends to develop a report card format, similar to that being used by the King County Mental Health Division, to publish information about the services being provided to the area's elders and disabled adults. This information can be used in deciding how to allocate funding across functional groups and in soliciting additional grant funds. Summary information can also be used to identify gaps in services provided and can facilitate the work being done by advocacy groups.

The process of developing a report card falls outside the scope of the Strategic Technical Committee. ADS will form a separate committee to develop the report card. The committee will be composed of service providers, ADS staff, sponsors, and other members to be determined.

4.4.2 Evaluating technical expenditures and projects

A key component in implementing any strategic technical plan is to develop performance measures to evaluate the impact of technology expenditures. The STSC will provide quarterly evaluation of performance against goals set forth in the Strategic Technical Plan. As time frames and budgets on ADS technology projects are determined corresponding standards for evaluating the success and timeliness of the project should also be defined. Areas for measurement can include, but are not limited to:

- Performance against project budget
- Performance against project time lines
- % Implementation (on-line users) against goal
- Time saved by ADS staff following implementation
- Time saved by community-based contract service provider
- Decreases in time to service
- Increase in detailed data for inter-organizational use
- Increase in readily available summary data

5. Prioritization and Time Frame Analysis

Long-term priorities

Having identified key systems requirements, ADS is committed to implementing these systems. By developing these systems with a full awareness of their interdependencies it will be possible to retain a focus on common data and similar user interfaces. This focus should eliminate the need for redundant data entry and minimize the impact on front line staff. While some of these systems may not be fully implemented for five years, the ongoing development and implementation effort remains an essential component of ADS's Strategic Technical Plan.

5.2 Short-term priorities

Since ADS has identified Internet deployment as the optimal way to provide inter-organization access to the systems being developed and has determined that the systems being developed should have a "look and feel" which is consistent with the Microsoft Windows™ operating systems, an immediate goal is to set the stage for system implementations. With this goal in mind ADS is continuing to focus on providing PC systems, training, and e-mail/Internet access to front line providers.

The chart below summarizes these efforts for a seven-year period beginning in 1996.

Year	Accomplishments and Priorities
1996	Provided PC hardware and operating system and database training for Nutrition providers. Providers successfully tracking client service utilization. Providers submitting reports to ADS via PAN BBS.
1997	Provided PC hardware and operating system and application training to provider agencies. Improved provider agencies ability to submit data electronically.
1998	Provide e-mail and Internet access to all Information & Assistance Staff and case managers. Phase 1 implementation of I&A Resource Database includes all I&A/CM staff. Home Care Referral implementation provides case managers with the ability to make referrals electronically. Northwest Computer Support provides on-site technical support for providers.
1999	Provide Internet access to intake staff for all other ADS funded programs. Enable case managers to make electronic referrals to other service providers. Implement ADS Internet based Provider Communication Network to replace PAN BBS.
2000	Enable service providers to make referrals to all other ADS supported programs. Allow providers access to data submitted to ADS to generate reports.
2001	Enable citizens to access on-line information on available programs and services, and to directly contact programs electronically. Access will be improved by use of Kiosks located in convenient and accessible sites throughout the community and through WebTV.
2002	Health Monitoring via WebTV

Another short-term priority is to provide on-going support for the PC systems provided in past years. The chart below summaries one estimate of the cost of providing this on-going support:

Support required	# of PC's	Cost per PC	Extended cost
User operations (includes training), software/hardware purchases, administrative and technical support	223*	\$2,500	\$557,500
Maintain connectivity	223	\$ 750	\$167,250
Total		\$ 3,250	\$724,750

*Program Directors: 35, Intake Staff: 172, Administrative Staff: 16

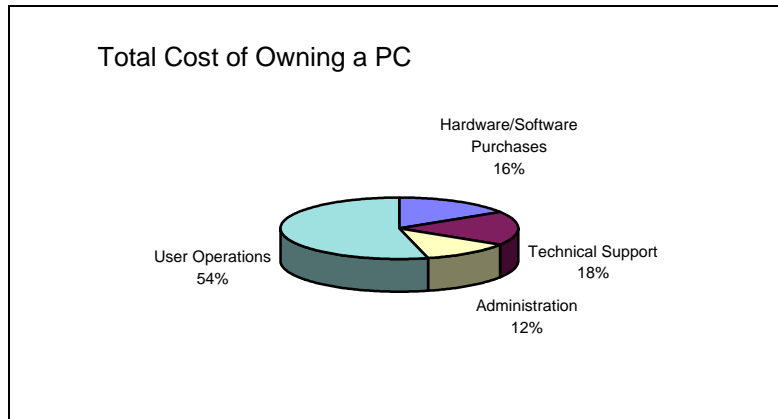
Using the figure of \$3,250 per PC, the following ADS Projected 1999 Technology Budget details the cumulative costs associated with maintaining the required number of PC's for each service area by funding source:

Projected 1999 Technology Budget								
Service Area	# of PC's Cost		Discretionary		Non Discretionary		Total ADS Funds	
			%	Cost	%	Cost	ADS Cost	Agency / Other
Adult Day Services	17	\$55,250	2%	\$ 891	85%	\$ 46,785	86% \$ 47,676	14% \$ 7,574
Case Management	88	\$286,000	14%	\$ 40,610	79%	\$ 225,888	93% \$ 266,497	7% \$ 19,503
Health Promotion	6	\$19,500	24%	\$ 4,750	0%	\$ -	24% \$ 4,750	76% \$ 14,750
I&A Primary	9	\$29,250	79%	\$ 23,056	8%	\$ 2,323	87% \$ 25,378	13% \$ 3,872
I&A Special	41	\$133,250	34%	\$ 45,142	59%	\$ 78,558	93% \$ 123,700	7% \$ 9,550
Naturalization	3	\$9,750	0%	\$ -	100%	\$ 9,750	100% \$ 9,750	0% \$ -
Legal Services	2	\$6,500	85%	\$ 5,525	0%	\$ -	85% \$ 5,525	15% \$ 975
LTCOP/ Elder Abuse	2	\$6,500	22%	\$ 1,402	66%	\$ 4,287	88% \$ 5,689	12% \$ 811
Mental Health	2	\$6,500	100%	\$ 6,500	0%	\$ -	100% \$ 6,500	0% \$ -
Nutrition Congregate	18	\$58,500	37%	\$ 21,542	46%	\$ 26,630	82% \$ 48,171	18% \$ 10,329
Nutrition HD	11	\$35,750	25%	\$ 9,099	36%	\$ 12,998	62% \$ 22,098	38% \$ 13,652
Outreach Advocacy	3	\$9,750	28%	\$ 2,689	60%	\$ 5,816	87% \$ 8,505	13% \$ 1,245
Transportation	6	\$19,500	17%	\$ 3,359	76%	\$ 14,897	94% \$ 18,257	6% \$ 1,243
Alzheimer's Program	3	\$9,750	27%	\$ 2,619	50%	\$ 4,885	77% \$ 7,505	23% \$ 2,245
Senior Centers	10	\$32,500	0%	\$ -	93%	\$ 30,184	93% \$ 30,184	7% \$ 2,316
Homesharing	2	\$6,500	0%	\$ -	74%	\$ 4,820	74% \$ 4,820	26% \$ 1,680
TOTAL	223	\$724,750	21%	\$167,183	64%	\$467,821	85% \$ 635,005	15% \$89,745
Discretionary Technology Investment								
1997		98,754						
1998		80,000						
Proposed 1999		80,000						

The proposed 1999 Discretionary Allocation for Technology is \$80,000, slightly less than half of the \$167,183 estimated cost.

Once PC's are implemented they become required tools for case managers and service providers. As detailed above, ADS estimates that a total of 223 PC's will be required to provide connectivity to all program directors, intake staff, and administrators. Sound Connections has provided data indicating that each of these PC's will require \$2,500 per year for user operations including training, administrative and technical support, and software/hardware purchases and system upgrades required to maintain a viable level of technology. Additionally \$750 per PC per year is required to maintain connectivity (LAN access, Internet access, e-mail). Already ADS has observed that providing initial computer systems to many organizations drives requests for additional PC's and for network connectivity within the organization. Successful planning and budgeting for these types of expenses is essential to the successful implementation of the systems currently being developed by ADS.

Research from the Gartner Group quantifies how the average computing dollar is spent:



The significant portion attributed to user operations is validated in another Gartner Group study emphasizing the importance of training. The study concluded that untrained users spend three to six times the number of hours to reach the same - or lower - level of productivity and skill as trained users.

6. Conclusion

The mission of ADS is to promote independence and choice for the older and disabled residents of the region. However, the complex relationships between ADS and other organizations involved in administering, funding and providing services to the community mandate that a primary role of ADS is to collect, maintain and disperse information. Technology can be used to manage this information in a more efficient manner. Greater efficiency can result in more funds going to provide, rather than administer, service. Technology can also be used to leverage the quality of service being provided by reducing time to service and by facilitating inter-organization communication and cooperation.

Technology is changing more rapidly than it can be implemented. Each organization involved in servicing the region's older and disabled residents is implementing technology within their own organization. In the face of these pressures, as well as limited and varying resources to acquire technology, it is essential that ADS define and adhere to a long-term strategy for utilizing technology. This Strategic Technical Plan represents ADS's initial attempts to establish and distribute guidelines for use in implementing technology. By retaining a focus on long-term goals, all interim steps in implementing technology will employ consistent methodologies and compatible tools to promote shared information, future systems integration and increasing services to the community.

Appendix A – Technical Standards*

A.1 Workstation Standards

PC Hardware (minimum configuration)	Pentium-200 MHz with MMX CPU, 32MB RAM, 2 GB hard drive, 15” monitor, 3Com or Intel 10/100 Mbs network card Manufacturers: Compaq,Dell,Gateway,HP,IBM
Operating Systems	Windows 95, Windows NT
E-mail, Scheduling, Groupware	Novell Group Wise 5.0 <i>Email should support standard document attachment capability (Excel and Word).</i>
Word Processing	Microsoft Word 8.0 or 7.0
Spreadsheet	Microsoft Excel 8.0 or 7.0
Database	Microsoft Access (for personal/small system)
GIS	ARC/Info
Web Browsers	Microsoft Internet Explorer 3.X or Netscape Navigator 3.X (Departments may choose to upgrade to 4.X)
Anti-virus software	
Back-up/storage system	
Printer	

A.2 LAN Standards

LAN Network Operating Systems	Novell Netware 4.11 (minimum), Novell Directory Services (NDS) directory management.
Protocols	TCP/IP and IPX/SPX
Security	Departmental security co-ordinator and DAS's Data Network Services will administer assignment of userid's and authorizations. Access to attached departmental system only allowed from selected, specified Internet addresses.

A.3 Telecommunications Standards

Modems	<i>19,200 baud or faster, Hayes compatible</i>
File transfer	<i>TCP/IP or FTP</i>
Internet applications interfaced via:	
Internet Service Providers	<i>Teleport recommended by Sound Connections and has a non-profit rate for a limited number of connections (www.teleport.com)</i>

A.4 Application Development Standards

Database Personal/small system	Microsoft Access Microsoft SQL Server, Oracle
Other database	
Internet based development and PAN publications	For Public Access Network documents follow PAN standards.
Web authoring tool	FrontPage 97
Web database front end	Net Dynamics
Scaleable	Where ever possible systems should be developed using products/tools that will allow flexibility in size and operating environment.

A.4 Imaging/Document Processing Standards

- * City standards are indicated in regular type.
ADS preferences and/or suggested are indicated in *italic type*.

Appendix B – Strategic Technical Steering Committee

Steering Committee Members October 1998

Name	Title/Position	Agency	Service Area
Andrea Chidsey	MSA	ADS	Case Management
Rosemary Cunningham	Manager	ADS	ADS Strategic Planning & Technology
Maria Langlais	MSA	ADS	Information Systems
Patricia Sheehan	Contract Specialist	ADS	Adult Day Health, Quality Assurance
Lam Phan		ADS Advisory Council	Sponsor
Anna Maria Molinaro	IS	Asian Counseling & Referral Services	Nutrition, Special I&A, Case Management, Nutrition Transportation
Sam Foucault		City of Seattle ESD	
To be determined		Corporate Representative	
Kathy Rode		DSHS	
Lisa Connelly		ElderHealth Northwest	Adult Day Health
Dee Shields	IS	Evergreen Care Network	Case Management
Bill Goldsmith	IS	King County	Sponsor
To be determined		Metro	
Barbara Berry	IS	Northshore Senior Center	Health Promotion, Adult Day Health, Senior Center
Marianne Logerfo	Director	Northshore Senior Center	Health Promotion, Adult Day Health, Senior Center
Greg Castilla	Director	Pacific Asian Elderly Program	Nutrition
Rosa Reyes	Homecare Supervisor	SeaMar	Homecare, Nutrition Outreach, Special I&A, Home Health
Eileen Murphy	Assistant Director of I&A	Senior Services	I&A, Transportation, Nutrition Outreach
John Gleichman	IS Manager	Senior Services	I&A, Transportation, Nutrition Outreach, Homesharing, Senior Centers, Adult Day Health, Nutrition
Michelle Espeut	I&A Resource Manager	Senior Services	I&A
Jim Kee		United Indians of All Tribes	Nutrition
Robert McCoy	Research Unit	United Way	Sponsor
Marty Boggs	Director	Wallingford Senior Center	Senior Center